



City of San Marcos

630 East Hopkins
San Marcos, TX 78666

Work Session Agenda - Final City Council

Tuesday, June 18, 2019

3:00 PM

City Council Chambers

630 E. Hopkins Work Session

I. Call To Order

II. Roll Call

PRESENTATIONS

1. Receive a Staff presentation and hold discussion regarding the plan to achieve a 90% live outcome rate at the San Marcos Regional Animal Shelter within five years; and provide direction to the City Manager.
2. Receive a Staff update and hold discussion regarding Cape's Dam, and provide direction to the City Manager.

EXECUTIVE SESSION

3. Executive Session in accordance with the following Government Code Sections:
 - A. Section § 551.071 - Consultation with Attorney: to receive a staff briefing and deliberate regarding Martindale ETJ matters and Project Big Hat
 - B. Section § 551.087 - Economic Development: to receive a staff briefing and deliberate regarding Project Big Hat

VII. Adjournment.

POSTED ON WEDNESDAY, JUNE 12, 2019 @ 4:00PM

TAMMY COOK, DEPUTY CITY CLERK

Notice of Assistance at the Public Meetings

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Legislation Text

File #: ID#19-235, **Version:** 1

AGENDA CAPTION:

Receive a Staff presentation and hold discussion regarding the plan to achieve a 90% live outcome rate at the San Marcos Regional Animal Shelter within five years; and provide direction to the City Manager.

Meeting date: June 18, 2019

Department: Neighborhood Enhancement

Amount & Source of Funding

Funds Required: Click or tap here to enter text.

Account Number: Click or tap here to enter text.

Funds Available: Click or tap here to enter text.

Account Name: Click or tap here to enter text.

Fiscal Note:

Prior Council Action: November 7, 2018 work session presentation and December 12, 2018 resolution directing the City Manager to develop an implementation plan to achieve and sustain a 90% live outcome rate for dogs and cats at the San Marcos Regional Animal Shelter.

City Council Strategic Initiative: N/A

Comprehensive Plan Element (s): ☒ Not Applicable

Master Plan: N/A

Background Information:

On November 7, 2018 staff gave a presentation at the City Council work session regarding the San Marcos Regional Animal Shelter's successes and challenges related to increasing the live outcome rate. On December 12, 2018, San Marcos City Council directed staff to develop a plan to achieve a 90% live outcome rate at the San Marcos Regional Animal Shelter within five years. The Pawsitive Outcomes Implementation Plan Committee was formed and spent several months meeting, reviewing potential components, prioritizing, receiving public input, and developing the plan to present to City Council. The Committee was comprised of representatives from our government partners, animal welfare organizations, the animal shelter advisory committee, animal advocates, staff, and volunteers. To view the Committee's work, go to www.sanmarcostx.gov/implementationplan <<http://www.sanmarcostx.gov/implementationplan>> .

File #: ID#19-235, **Version:** 1

Council Committee, Board/Commission Action:

Alternatives:

Recommendation:

Provide direction to staff.

CITY COUNCIL WORK SESSION

Tuesday, June 18, 2019




Presentation

Proposed **implementation plan** to guide the San Marcos Regional Animal Shelter to **achieve & sustain a 90% live outcome rate**

Mission Statement: To care for, protect & find quality homes for abandoned & neglected animals, aid in the reduction of pet overpopulation, & provide community education for the mutual benefit of animals & people.

Background

San Marcos City Council Work Session - November 7, 2018

- ❖ Regional partnership overview
- ❖ Core service needs
- ❖ Options for moving forward
 1. Stay on current course
 -  2. Take a more focused approach – regional partnership
 3. Take a more focused approach – as a single entity

Background, Continued

Option 2: More Focused Approach; Continue Regional Partnership



Adopted on December 12, 2018

- ❖ Adopt Resolution to bring back, within 6 months, an implementation plan with timeline



Focus of this work session

- ❖ Work with community and regional partners to develop a comprehensive implementation plan to achieve 90% within the next 5 years

In Progress:

- ❖ Develop a focused approach with our community and regional partners to incrementally implement intervention programs in each community and start allocating additional funding each year for the live outcome implementation plan

Next Steps

- ❖ Council to review and consider plan
- ❖ Elected officials to discuss budget and policy
- ❖ Staff to plan out implementation steps
- ❖ Begin to fund core services October 2019
- ❖ Continue to work with government partners

New
facility,
staffing levels,
animal training,
outreach & events

Ambitious rescue, adoptions,
fosters, high-volume spay/neuter,
intake reduction, cat solutions, chip
updating, volunteer task forces, donations,
grants, collaborative partners, engagement

Animal control, safety, clean/sterilize, microchipping,
adoptions, pet licensing, stray intake, rabies control,
owner surrender, owner reclaim, ill/injured animals, spay/
neuter, rescues/transfers, community education

Ideal

Expanded

Core Services

Core Services

- ❖ Animal control
- ❖ Safety
- ❖ Clean/sterilize
- ❖ Microchip
- ❖ Pet licensing
- ❖ Stray intake
- ❖ Owner surrender
- ❖ Rabies control

- ❖ Adoptions
- ❖ Technology/photos
- ❖ Rescues/transfers
- ❖ Spay/neuter
- ❖ Ill & injured animals
- ❖ Owner reunions
- ❖ Fosters

- ❖ Shelter facility
- ❖ Staffing
- ❖ Customer experience
- ❖ Animal training
- ❖ Outreach & events

These core services represent the “Yr 0” focus areas before the implementation plan starts

Implementation Plan Process

January 2019, Committee formed with 2 members from each:

- ❖ Government partners (Hays County, Kyle, Buda)
- ❖ Animal shelter staff
- ❖ Volunteers
- ❖ Animal welfare organizations (PALS, PAWS, Hays County Animal Advocates, and Mutt Strutt)

February to May 2019, Committee work:

- ❖ Research, assignments, public input, and professional input

During this time, meetings were also held with the government partner leaders to discuss operations, contracts, funding, facilities, and the progress of the implementation plan development.

Implementation Plan Process

The Pawsitive Outcomes Implementation Plan Committee:

- ❖ Established a process plan and timeline
- ❖ Assessed the pros and cons of potential components
- ❖ Incorporated feedback from 3 public input meetings
- ❖ Viewed a presentation & data from Target Zero/Maddie's Fund industry expert
- ❖ Identified priorities, action items, and timelines
- ❖ Assisted with identifying costs and benchmarks of success
- ❖ Over the course of 3 months: 6 meetings, 5 assignments, and 5 plan drafts

Documentation of the implementation plan work can be found online at www.sanmarcostx.gov/implementationplan

The Result!

- ❖ 12 objectives to support our goal of achieving and sustaining a 90% or higher live outcome rate at the San Marcos Regional Animal Shelter
- ❖ The Implementation Plan Committee is to be commended for their hard work and dedication to the task at hand!
- ❖ Objective 5 (cat solutions) is currently not supported regionally; staff recommendation is to initiate TNR/SNR/RTF if/when it can be implemented county-wide.

12 Objectives

1. Ambitious spay/neuter efforts
2. Progressive adoption initiatives
3. Reduce animal intake / shelter diversion strategies
4. Transparency
5. **Un-socialized cat solutions, including TNR and SNR (Trap/Neuter/Return and Spay/Neuter/Return programs)**
6. Increase rescue/transfer outcomes
7. Control/prevent illness and disease at the shelter
8. Robust volunteer program
9. Unified/countywide vision and strategic partnerships
10. Robust foster program
11. Community involvement and empowerment
12. Target safety net programs

Objective 1

Ambitious Spay/Neuter Efforts

a.	Provide responsible owner assistance (for spay/neuter, training, fencing, food, vet care, etc.)
b.	Keep free-roaming cats out of the shelter ** (pending participation from other government partners)
c.	Develop a consortium of partners (for education/awareness, spay/neuter voucher distribution and acceptance)
d.	Increase public awareness
e.	Analyze data to target strategies (target areas where the most strays/litters are found)
** = controversial issue	

Objective 2

Progressive Adoption Initiatives

a.	Create/hire 3 new positions (Adoption Initiatives Coordinator and two Adoption Techs)
b.	Streamline the adoption process* (policy/procedure revisions)
c.	Foster program, including finder to foster (asking community members to take in lost/found pets while we attempt to find permanent homes)
d.	Create a large dog program
e.	Animals to be showcased even while on stray hold or awaiting medical, with an adopter waitlist *
f.	Animal behavior/training program (better prepare animals to be adoptable; train the trainer, use volunteers)
g.	Increase public awareness
h.	Analyze data to target strategies
* = low-cost/high-impact	

Objective 3

Reduce Animal Intake / Shelter Diversion Strategies

a.	Provide responsible owner assistance for pet retention (referrals/resources for spay/neuter, training, fencing, food, vet care)
b.	Encourage microchipping, data updates, and use of scanners throughout the county *
c.	Keep free-roaming cats out of the shelter ** (pending participation from other government partners)
d.	Create a large dog program
e.	Update “Animal Control” to “Animal Protection”
f.	Increase awareness/use technology to provide owner tips, online tutorials, online posting/network of lost/found
g.	Finder to foster program (asking community members to take in lost/found pets while we attempt to find permanent homes)
h.	Analyze data to focus efforts
* = low-cost/high-impact	
** = controversial issue	

Objective 4

Transparency

a.	Post photos upon intake
b.	Keep intake open for owner surrenders and strays / expand capacity (improvement/expansion at current facility and possible satellite centers)
c.	Use technology to make intake and details accessible online
d.	Moratorium on euthanasia for certain reasons
e.	Open selection adoptions/waitlist
f.	Ensure accurate record-keeping
g.	Count every cat and dog euthanized

Objective 5

Un-Socialized Cat Solutions, Including TNR/SNR (Trap/Neuter/Return, Spay/Neuter/Return Programs)

a.	Keep free-roaming cats out of the shelter TNR/SNR/RTF** (pending participation from other government partners)
b.	Barn cat program
c.	Analyze data to target strategies
d.	Increase public awareness on the benefits of barn cats, SNR/TNR/RTF *
e.	Increase Vet Tech staffing
* = low-cost/high-impact	
** = controversial	

Staff recommends waiting to implement objective 5 until it is supported county-wide and can be implemented successfully.

Objective 6

Increase Rescue / Transfer Outcomes

a.	Use technology to coordinate efforts (online forums, email, networked system)
b.	Develop a consortium of rescue/transfer partners
c.	Implement an animal behavior/training program
d.	Increase Vet Tech staffing
e.	Ensure disease control and vaccinations

Objective 7

Control / Prevent Illness and Disease at the Shelter

a.	Make building/environment improvements and expand capacity
b.	Increase Vet Tech staffing
c.	Expand/involve Veterinary partners
d.	Incorporate Veterinary interns
e.	Partner with drug companies
f.	Refine protocols and procedures
g.	Expand foster program (foster, train fosters to take medical cases, and finder to foster – community members take in lost/found animals while we find permanent homes) *
* = low-cost/high-impact	

Objective 8 Robust Volunteer Program

a.	Tiered volunteer program *
b.	Create job descriptions (ex: volunteer photographers) *
c.	Volunteers post pictures (if allowed) *
* = low-cost/high-impact	

Objective 9 Unified / Countywide Vision and Strategic Partnerships

a.	Keep intake open for owner surrenders and strays / expand capacity (improvement/expansion at current facility and possible satellite centers)
b.	Develop a consortium of partners to involve and empower the community
c.	Network with surrounding shelters for available space
d.	Analyze data countywide to target strategies

Objective 10

Robust Foster Program

a.	Use technology/social media to recruit and train fosters
b.	Add a dedicated position (Foster Coordinator)
c.	Foster to adoption program *
d.	Focus on at-risk/special needs populations (large dogs, neonatal kittens, medical cases, seniors)
e.	Add dedicated position to develop foster program
f.	Finder to foster program (community members take in lost/found animals while we find permanent homes) *
g.	Animal behavior/training program specific for fosters
h.	Analyze data to target strategies
i.	Develop a foster medical fund (including donations specific to this cause)
* = low-cost/high-impact	

Objective 11

Community Involvement and Empowerment

a.	Use technology for community involvement
b.	Provide responsible owner assistance for pet retention (referrals/resources for spay/neuter, training, fencing, food, vet care to help owners keep their pets instead of surrendering them to the shelter)
c.	Update “Animal Control” to “Animal Protection”
d.	Develop a consortium of partners
e.	Increase public awareness
f.	Encourage microchipping, data updates, and use of scanners throughout the county *
g.	Analyze data to target strategies
h.	Tiered volunteer program
* = low-cost/high-impact	

Objective 12

Target “Safety Net” Programs

a.	Bottle feeding volunteers and fosters
b.	Create a large dog program
c.	Promotions of the long-stay animals *
d.	Fundraising for medical cases
e.	Partner with rescues and vets
f.	Train volunteers to work with unsocial and fear-based animals ** (pending liability/risk assessment by all partners)
g.	Add dedicated positions (Foster Coordinator and Rescue Coordinator)
* = low-cost/high-impact	
** = controversial	

City Council Considerations:

- ❖ **Implementation Plan Committee Work**
- ❖ **Public Input (3 public input meetings, 417 surveys, emails)**
- ❖ **Discussions with Government Partners / Elected Officials**
- ❖ **Resource Allocation for Yr 0 / Core Services and Each Implementation Year Thereafter**

Next Steps

1. If council is agreeable to this plan, meetings will be scheduled with our government partners / elected officials
2. Further assess components with inherent risk or liability, and/or those that require regional cohesion (Trap/Neuter/Return, Spay/Neuter/Return, dangerous/aggressive dog rehabilitation).
3. Fund “Yr 0” / core services for FY20
4. Incremental implementation of the objectives based on annual funding allocations.



QUESTIONS?



Memorandum

To: San Marcos City Council

From: DerryAnn Krupinsky, Assistant Director of Neighborhood Enhancement

Date: June 10, 2019

Re: Animal Services – FY19 positive budget impact

I am happy to report positive outcomes provided by the budget increase provided by Council to the Animal Services division in FY19. Additional funding allowed for the hiring of a second Veterinary Technician, a Program Coordinator, the conversion of a part-time Shelter Technician to full-time, and an increase to our contracted Veterinary services. These represent the first steps in attempting to right size the core service components we discussed in the first work session on November 7, 2018. In addition, these have helped in our continued lifesaving efforts.

The additional Veterinary Technician has been crucial in facilitating the medical needs and health of the animals in our care. This position, coupled with the additional veterinary services funded, has allowed us to prepare more animals for placement by adoption and rescue. Additionally, we have been able to save more medical cases that would have been euthanized in years past.

By converting one of our part-time Shelter Technicians to full-time, it gave us enough flexibility to extend our adoption hours to 7:00 p.m. four days per week. As a regional shelter, we strive to accommodate all of our customers, including those that live or work a great distance from San Marcos. Additionally, Shelter Technicians assist us in the daily cleaning and care of the facility and animals. This position is crucial to sheltering and saving more animals, as well as, sanitizing for disease and odor control.

Last, the funding and hiring of our Program Coordinator has been one of the most impactful budget improvements for FY19. This position has been instrumental in re-launching our foster, rescue, and volunteer programs, all of which are basic requirements of a shelter's lifesaving efforts. With the right energy and passion, this dedicated position can make huge strides in placing animals. In fact, on June 8, 2019, we sent five dogs to Canada where they are more likely to find a forever home... Currently, this position is doing adoption, rescue and fostering so with future coordinators in each of these areas will increase our outreach.

Continued right sizing of the core components will keep us on the path towards increasing live outcomes and while our live outcome rate has fluctuated this year due to illness and seasonal/situational issues, we have also had some outstanding months and are hopeful that we can meet or exceed our live outcome rate of 73% in FY18.

As we have made great strides this past year, we look forward to future capital outlay expenditures of additional kennels, administrative and adoption area improvements which will strengthen our core services and move us closer to our goal of increasing live outcomes, more volunteering and fostering programs, as well as, collaboration with our rescue partners and the community.

We look forward to presenting the work of the Implementation Team and our regional partners to continue to move forward in our goal to increase more live outcomes.

Thank you for your continued support.

RESOLUTION NO. 2018-235R

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN MARCOS, TEXAS DIRECTING THE CITY MANAGER TO DEVELOP AN IMPLEMENTATION PLAN TO ACHIEVE AND SUSTAIN 90% OR HIGHER LIVE OUTCOME RATES FOR DOGS AND CATS AT THE SAN MARCOS REGIONAL ANIMAL SHELTER AND RETURN TO CITY COUNCIL NO LATER THAN JUNE 28, 2019 TO PRESENT THE PROPOSED IMPLEMENTATION PLAN; AND DECLARING AN EFFECTIVE DATE.

RECITALS:

1. The care and control of animals is an extremely important public health issue in every community including the City of San Marcos and the areas served by its regional animal shelter.
2. The mission of the San Marcos Animal Services Department is to care for, protect, and find quality homes for abandoned and neglected animals, aid in the reduction of pet overpopulation, and provide community education for the mutual benefit of animals and people.
3. The City of San Marcos, its regional partners and animal advocacy groups, are interested in community planning and strategies for community wide animal welfare programs.
4. The City of San Marcos and its citizens seek to have an animal shelter that is highly successful at saving the lives of homeless animals.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAN MARCOS, TEXAS:

PART 1. The City Manager is hereby directed to work with staff, regional partners and animal advocacy groups to develop an implementation plan to achieve and sustain 90% or higher live outcomes for dogs and cats at the San Marcos Regional Animal Shelter and return to City Council no later than June 28, 2019 to present the proposed implementation plan.

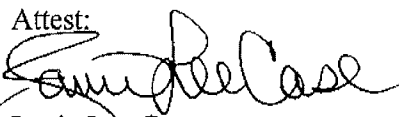
PART 2. This resolution shall be in full force and effect from and after its passage.

ADOPTED on December 12, 2018.



Jane Hughson
Mayor

Attest:



Jamie Lee Case
City Clerk



**RESOLUTION FOR THE CREATION OF A PLAN TO ACHIEVE NO-KILL STATUS FOR THE
SAN MARCOS REGIONAL ANIMAL SHELTER**

WHEREAS, Hays County utilizes the San Marcos Regional Animal Shelter along with other participating cities within the County; and

WHEREAS, the San Marcos Regional Animal Shelter is at or near capacity and will continue to be strained with growing demands for service; and

WHEREAS, many options exist that can effectively reduce the need for sheltering, such as improving the adoption process, fostering, utilizing spay and neuter programs, and engaging volunteers; and

WHEREAS, a No-Kill animal shelter incorporates multiple, diverse solutions that greatly reduces the need to euthanize healthy animals; and

WHEREAS, Hays County desires to invest time and resources toward the goal of saving the lives of 90% or more of the dogs and cats placed in the San Marcos Regional Animal Shelter; and

WHEREAS, Hays County deems it necessary and proper as consideration for their commitment to help improve shelter operations and in the best interests of our community to adopt a plan to achieve a No-Kill policy for the San Marcos Regional Animal Shelter; and

WHEREAS, Hays County believes all interested parties should work together to identify and implement shelter improvements, offer expanded support and training opportunities to the shelter staff, and strengthen relationships within Hays County to ensure the eventual success of a No-Kill policy for the region's animal shelter;

NOW THEREFORE BE IT RESOLVED THAT:

The Hays County Commissioners Court hereby respectfully requests:

1. the creation of an Interlocal Animal Services Commission comprised of representatives of all partners of the San Marcos Regional Animal Shelter which will govern Animal Services, implement policies, operate in a transparent manner and provide periodic progress reports; and
2. the creation of an operational plan and budget by the Animal Services Commission which includes funding opportunities and the steps necessary for the Shelter to achieve No-Kill status of 90% Live Outcome within 2 years by achieving milestones in a multi-phased approach.

PASSED, APPROVED AND RESOLVED this the 23rd day of October, 2018

Absent

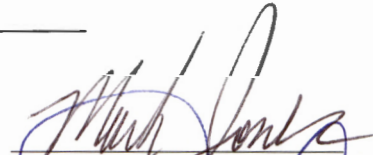
Bert Cobb
Hays County Judge



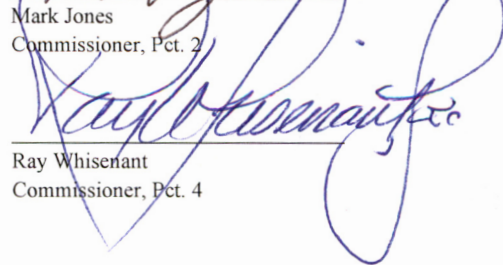
Debbie Gonzales Ingalsbe
Commissioner, Pct. 1



Lon A. Shell
Commissioner, Pct. 3



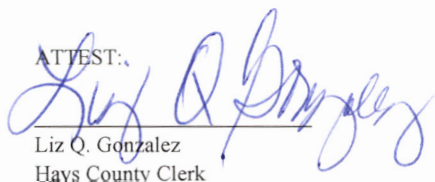
Mark Jones
Commissioner, Pct. 2



Ray Whisenant
Commissioner, Pct. 4



ATTEST:



Liz Q. Gonzalez
Hays County Clerk

RESOLUTION NO. 2019-R-02

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BUDA, TEXAS IN SUPPORT OF AN IMPLIMENTATION PLAN BY THE SAN MARCOS REGIONAL ANIMAL SHELTER ANIMAL SHELTER TO ACHIEVE A GOAL OF SUSTAINED 90% OR HIGHER LIVE OUTCOME RATE FOR DOGS AND CATS AND DECLARING AN EFFECTIVE DATE.

WHEREAS, the care and control of animals is an extremely important public health issue in every community including the City of Buda and the areas served by its regional animal shelter.

WHEREAS, the mission of the Animal Control Division of the Buda Police Department is a cooperative partner by interlocal agreement with the City of San Marcos and relies on the San Marcos Regional Animal Shelter to care for, protect, and find quality homes for abandoned and neglected animals, aid in the reduction of pet overpopulation, and provide community education for the mutual benefit of animals and people as provided in the interlocal agreement.

WHEREAS, the City of Buda, its regional partners and animal advocacy groups, are all interested in community planning and strategies for community wide animal welfare programs.

WHEREAS, the City of Buda and its citizens seek to have an animal shelter that is highly successful at saving the lives of homeless animals.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the City council of the City of Buda, Texas that:

Section 1. The City Manager is hereby directed to work with staff, regional partners and animal advocacy groups to promote the development of the San Marcos implementation plan to achieve and sustain a 90% or higher live outcomes for dogs and cats at the San Marcos Regional Animal Shelter, as necessary to support the City of San Marcos to achieve its goal.


Section 2. This resolution shall be in full force and effect from and after its passage.


DULY PASSED and APPROVED on the 15th day of January, 2019.

CITY OF BUDA, TEXAS


George Haehn, Mayor

ATTEST:


Alicia Ramirez, City Clerk



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Animal Services Work Session San Marcos City Council

November 7, 2018

Our mission is to care for, protect, and find quality homes for abandoned and neglected animals, aid in the reduction of pet overpopulation, and provide community education for the mutual benefit of animals and people.



Purpose of This Presentation

- ❖ Provide information and current status
- ❖ Seek direction on Animal Services division's path to increase live outcomes

Animal Services Discussion Roadmap

History of the San Marcos Regional Animal Shelter

Status of Core Services & Our Achievements

Live Outcome Goal & Model Programs

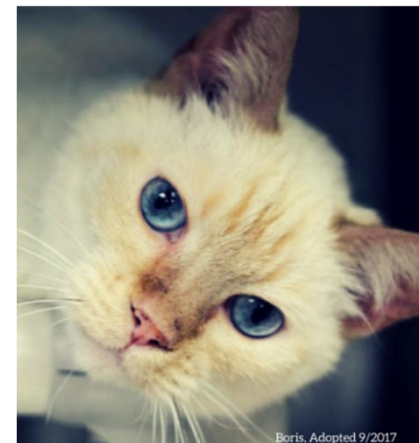
Collaboration with Regional Partners

Need for Core and Expanded Services

Cost Estimates to Move the Needle in Our Regional Model

Options for Moving Forward & Staff Recommendation

Questions & Direction to Staff



Animal Services History



New facility
2001

ILA – Hays
Co. and Kyle
2006

Renovation
2007

ILA – Buda
2012

Core Services

- ❖ Animal control
- ❖ Safety
- ❖ Clean/sterilize
- ❖ Microchip
- ❖ Pet licensing
- ❖ Stray intake
- ❖ Owner surrender
- ❖ Rabies control

- ❖ Adoptions
- ❖ Technology/Photos
- ❖ Rescues/transfers
- ❖ Spay/neuter
- ❖ Ill & injured animals
- ❖ Owner reunions
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- ❖ Shelter facility
- ❖ Staffing
- ❖ Customer experience
- ❖ Animal training
- ❖ Outreach & events

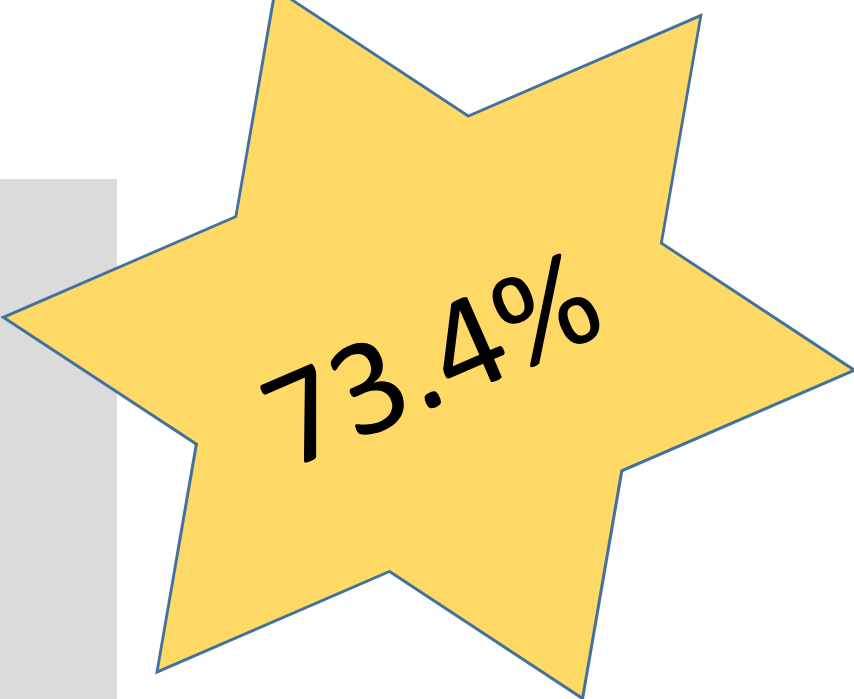
Sustaining higher live outcomes depends on bolstering the core services at the shelter with adequate resources proportionate to population growth in Hays County.

Celebrating Our Achievements One Year at a Time

❖ FY18: Achieved a 73.4%
average live outcome rate

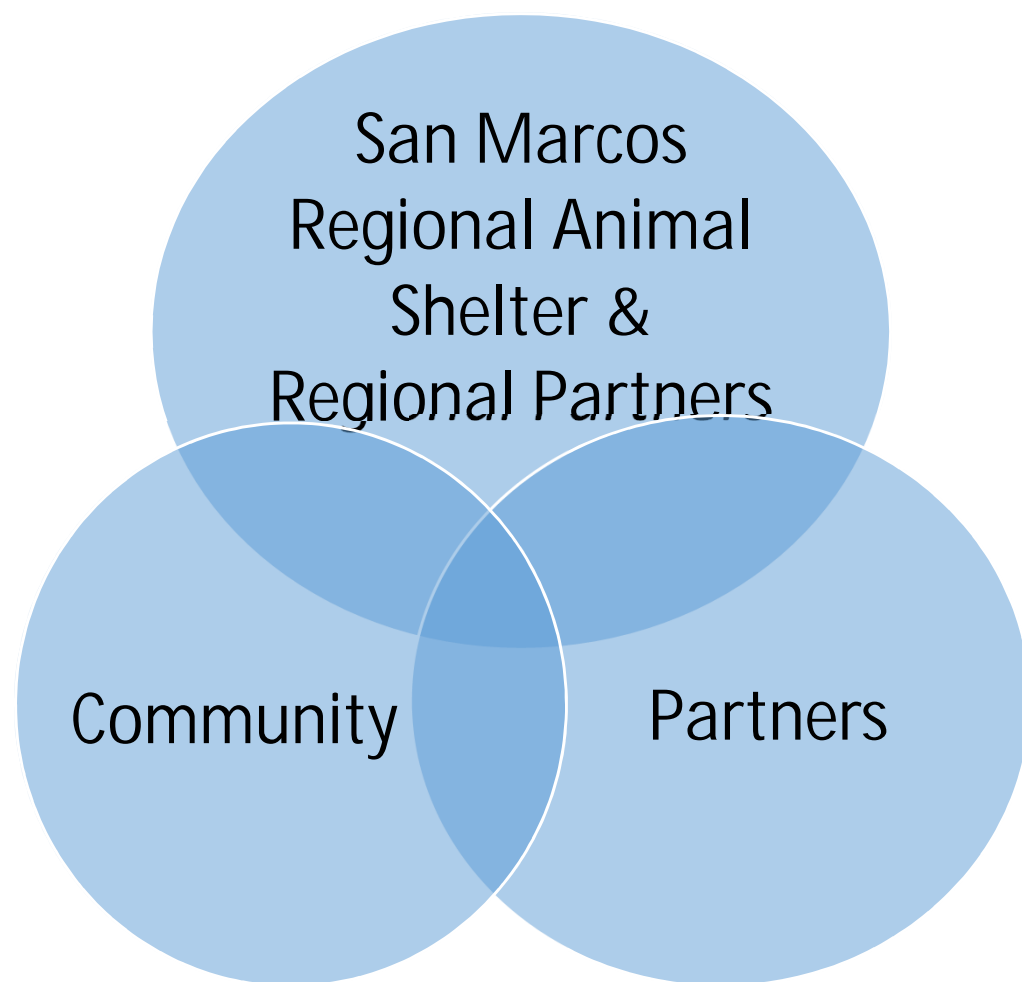
❖ FY17: 56%

❖ FY16: 45%

A large yellow five-pointed star with a blue outline, containing the text "73.4%".

73.4%

Factors of Our Success



- Staff
- Regional Partners: Hays County, Kyle, Buda
- Animal Shelter Advisory Board
- The Community
- Partners such as APA, PAWS, Emancipet

90% Live Outcome Goal

- ❖ The “No-Kill” benchmark is a live outcome rate of 90% or higher.
- ❖ In FY18, SMRAS achieved an average overall rate of 73.4%.
- ❖ For the 4th quarter alone, the average rate reached 81%!
- ❖ Historically, our rate factored in all animals; moving forward, the adoptable animals may be factored separately from the bite tendency/aggressive and severely ill/injured (untreatable) animals.
- ❖ Sustaining success takes a comprehensive approach utilizing robust partnerships with rescues and fosters, substantial resources including budget and staffing, and community education and involvement.

Animal overpopulation is a community problem which must be addressed with the commitment and dedication of the community.

Model Programs

City of Austin:

- ❖ No-kill resolution passed in 2010; the implementation plan was a robust, 34-prong approach presented by the Animal Advisory Committee, with input from staff, public, partners, and other stakeholders; heavily supported by City & Community
- ❖ Live outcome rate was 65%; reached no-kill status in 2011

City of Waco:

- ❖ Went from 36% live outcome rate in 2012 to 92% in 2016
- ❖ Success through collaboration, innovation, and improvements

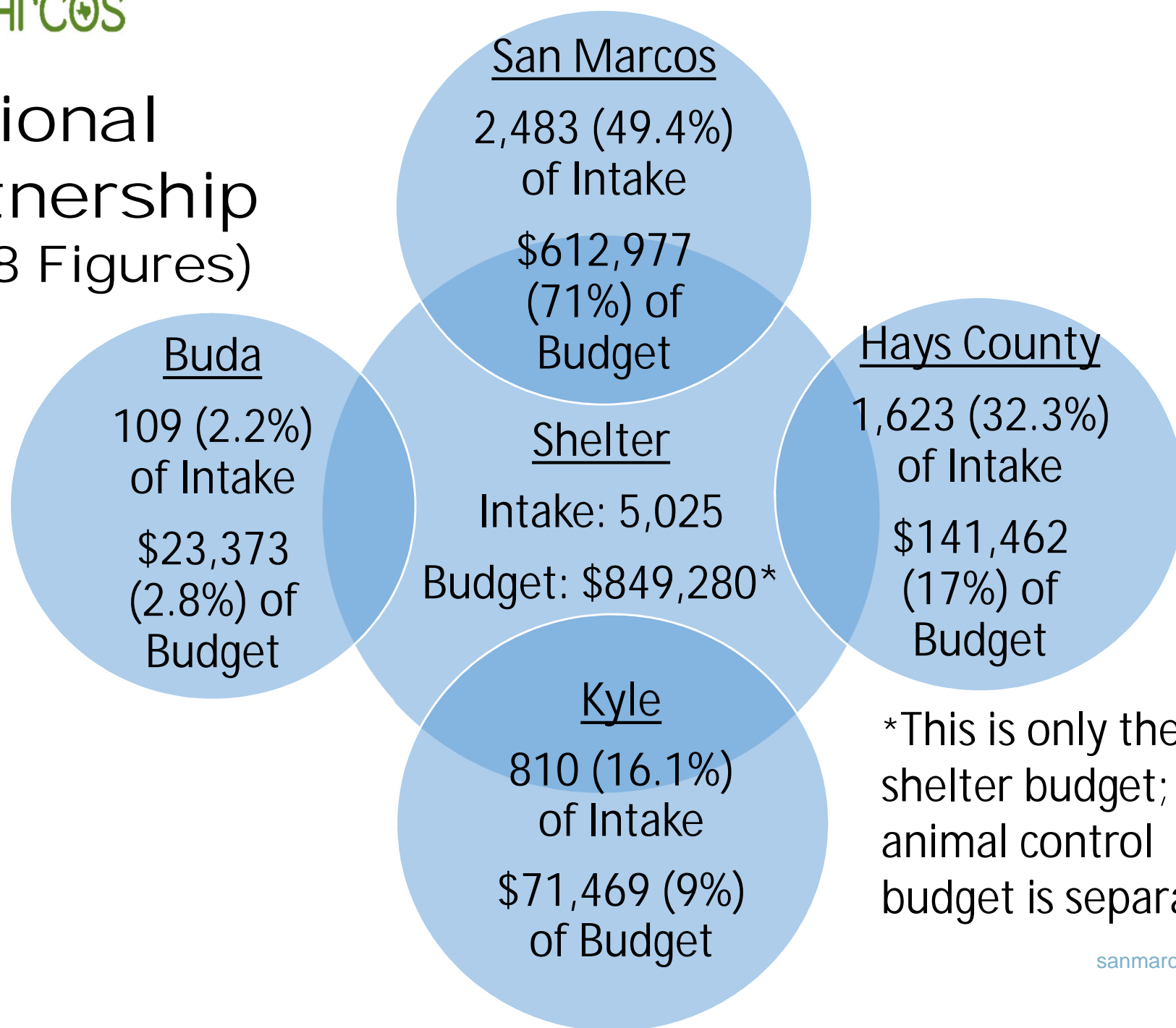
Williamson County:

- ❖ Went from 58% live outcome rate in 2007 to 90% in 2010
- ❖ Success due to committed staff & implementation of programs

Comparison of Model Programs

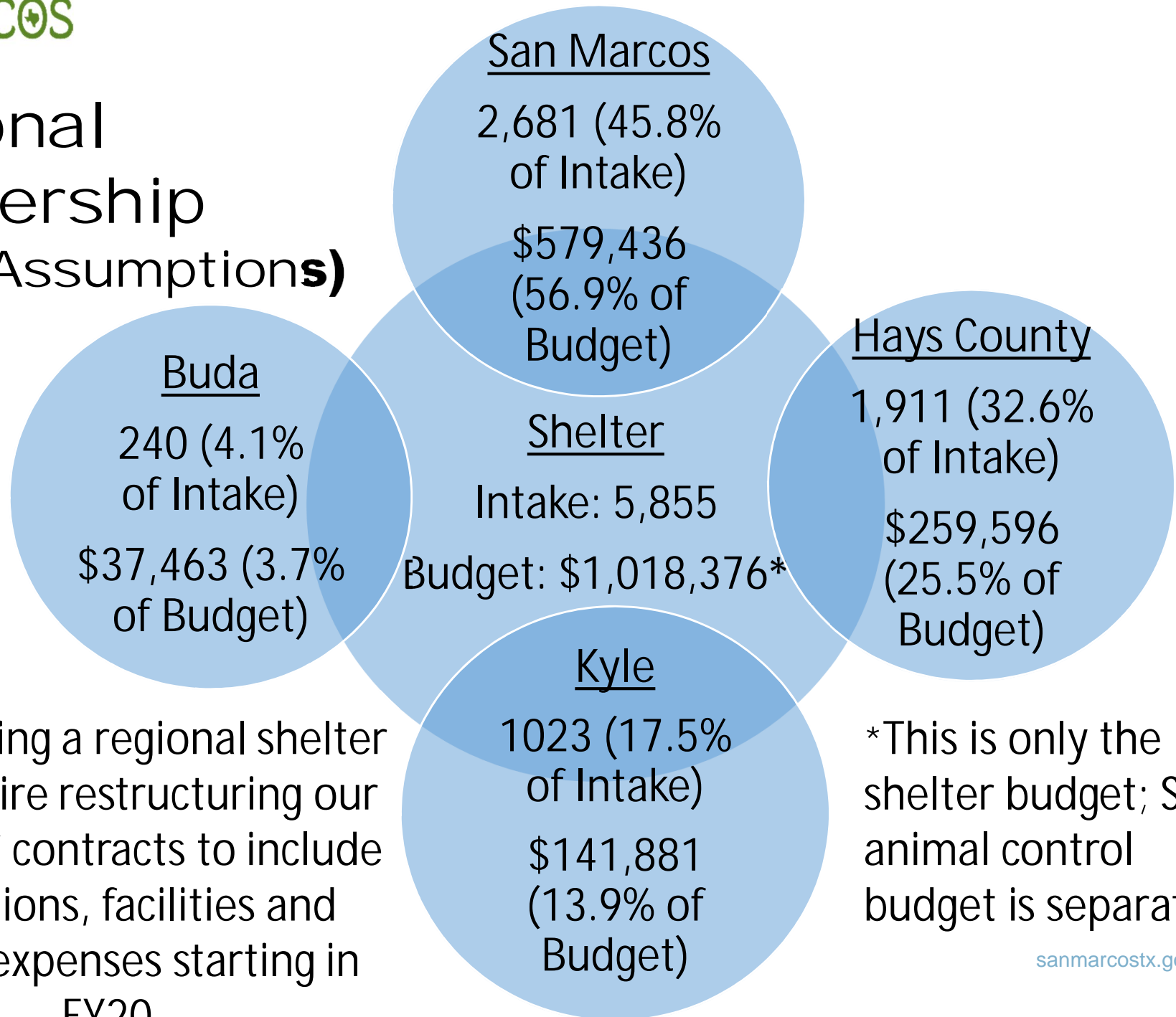
Area	No-Kill Label?	Timeline	Entities	Funding	No refusal?
Austin	Yes	Resolution in 2010 (rate was 65%); achieved 90% in 2011	Austin and un-incorporated Travis County	\$5mil department budget in 2010; \$13mil 2019; \$12mil new facility	Surrenders are a last resort & by appointment only
Waco	No	Achieved 90% in 2016 (was 35% in 2012)	15 cities plus McLennan Co	\$507k budget in 2013; \$1.2mil in 2016; \$2mil in 2019; \$5mil new facility	Open Admission
Williamson County	Achieved without resolution	Achieved 90% in 2010 (was 58% in 2007)	4 cities plus County	\$1mil budget in 2007; \$1.6mil 2019; \$10mil expansion 2018	Open Admission

Regional Partnership (FY18 Figures)



*This is only the shelter budget; SM animal control budget is separate

Regional Partnership (FY19 Assumptions)



Maintaining a regional shelter will require restructuring our partners' contracts to include operations, facilities and capital expenses starting in FY20

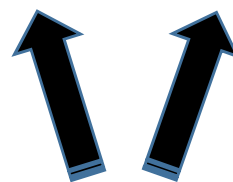
*This is only the shelter budget; SM animal control budget is separate

Core Services

- ❖ Animal control
- ❖ Safety
- ❖ Clean/sterilize
- ❖ Microchip
- ❖ Pet licensing
- ❖ Stray intake
- ❖ Owner surrender
- ❖ Rabies control

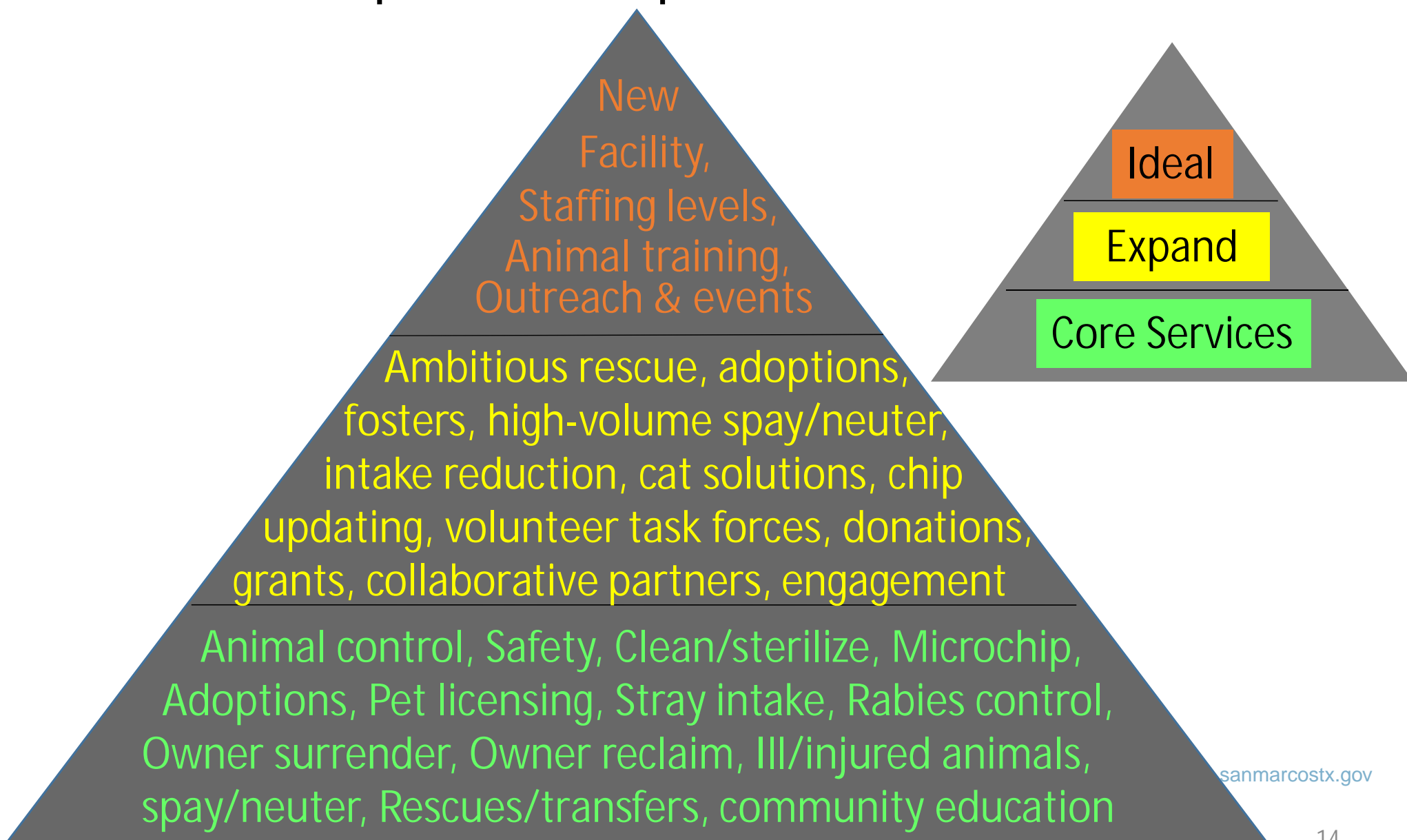
- ❖ Adoptions
- ❖ Technology/photos
- ❖ Rescues/transfers
- ❖ Spay/neuter
- ❖ Ill & injured animals
- ❖ Owner reunions
- ❖ Fosters

- ❖ Shelter facility
- ❖ Staffing
- ❖ Customer experience
- ❖ Animal training
- ❖ Outreach & events



FOCUS AREAS

Next Steps for Expanded/Ideal Services



Cost Estimates

To Sustain/Exceed Current Live Outcome Rate As a Regional Shelter

I	Portable Building for next 5 years: \$300,000	\$300,000
	5 Shelter Techs, average annual cost: \$42,000*	\$210,000
	1 Behaviorist / Trainer, average annual cost: \$64,000	\$64,000
	Volunteer/Events Program Budget: \$15,000	\$15,000
E	Additional Supplies, Materials, Incentives: \$40,000	\$40,000
	2 Vet Techs, average annual cost: \$52,000	\$104,000
	Temp Staff During Peak Intake Months: \$20,000	\$20,000
C	2 Adoption Techs, average annual cost: \$42,000*	\$84,000
	Current Facility Renovation/Needs: \$175,000	\$175,000
	3 Coordinators (Foster, Rescue, Adoption Initiatives), average annual cost: \$64,000*	\$192,000
	TOTAL ESTIMATED COST:	\$1,204,000

These cost estimates are to move the needle towards higher live outcomes and does not include the cost to go "No Kill."

sanmarcostx.gov

*Salary & Benefits

Development of a No-Kill/ High Live Outcome Plan

- ❖ Solicit input from many: community, staff, partners, veterinarians, volunteers, advisory commission, other shelters, other stakeholders
- ❖ Review and update policies, procedures, code of ordinances
- ❖ Less animals in: re-home without entering shelter, training and behavior assistance, public spay/neuter, chip reader access for return to owner, community awareness and involvement
- ❖ More animals out: rescues, fosters, off-site adoptions; promote animals using social media and other communications
- ❖ Weigh the pros and cons of each activity; maintain awareness of unintended consequences; adjust accordingly
- ❖ Other factors: facility, volunteers, donations, partners, cat-specific approaches, medical fund and services, supplies, staffing, transfers

Partners: An Essential Piece

- ❖ Rescue organizations
- ❖ Consultants: Target Zero, Best Friends
- ❖ APA
- ❖ PAWS
- ❖ Emancipet
- ❖ PALS

3 Options for Moving Forward

- ❖ 1. Stay on current course
- ❖ 2. Take a more focused approach – continue regional partnership
- ❖ 3. Take a more focused approach – as a single entity

Moving Forward, Option 1:

Stay on Current Course

- ❖ Adopt Resolution to bring back, within 6 months, an implementation plan with timeline
- ❖ Work with community and regional partners to develop a comprehensive implementation plan to achieve 90%
- ❖ Stay on current course by using available funding/resources within multiple budgets as we can fund

Moving Forward, Option 2:

More Focused Approach with our Partners
Continue Regional Partnership

- ❖ Adopt Resolution to bring back, within 6 months, an implementation plan with timeline
- ❖ Work with community and regional partners to develop a comprehensive implementation plan to achieve 90% within the next 5 years
- ❖ Develop a focused approach with our community and regional partners to incrementally implement intervention programs in each community and start allocating additional funding each year

Moving Forward, Option 3:

More Focused Approach as a Single Entity

- ❖ Adopt Resolution to bring back, within 6 months, an implementation plan with timeline
- ❖ Work with community to develop a comprehensive implementation plan to achieve 90% within the next 5 years
- ❖ City take on the responsibility with the community to restrict intake, fund needs as identified as strategies and budget as needed incrementally over multiple budgets

Staff Recommendation

Option 2:

- ❖ Maintain and enhance regional partnership
- ❖ Adopt resolution to bring back an implementation plan
- ❖ Implement a comprehensive approach to achieve 90% within 5 years
- ❖ Incremental interventions in each community
- ❖ Allocate additional funding each year

QUESTIONS & DIRECTION TO STAFF



This is Bruce.
Bruce has questions!



Enchantress –
So curious!



City of San Marcos

630 East Hopkins
San Marcos, TX 78666

Legislation Text

File #: ID#19-315, **Version:** 1

AGENDA CAPTION:

Receive a Staff update and hold discussion regarding Cape's Dam, and provide direction to the City Manager.

Meeting date: June 18, 2019

Department: City Manager Office/Community Services Department

Amount & Source of Funding

Funds Required: Click or tap here to enter text.

Account Number: Click or tap here to enter text.

Funds Available: Click or tap here to enter text.

Account Name: Click or tap here to enter text.

Fiscal Note:

Prior Council Action: Click or tap here to enter text.

City Council Strategic Initiative: [Please select from the dropdown menu below]

Choose an item.

Choose an item.

Choose an item.

Comprehensive Plan Element (s): [Please select the Plan element(s) and Goal # from dropdown menu below]

- ☐ Economic Development - Choose an item.
- ☐ Environment & Resource Protection - Choose an item.
- ☐ Land Use - Choose an item.
- ☐ Neighborhoods & Housing - Choose an item.
- ☐ Parks, Public Spaces & Facilities - Choose an item.
- ☐ Transportation - Choose an item.
- ☐ Not Applicable

Master Plan: [Please select the corresponding Master Plan from the dropdown menu below (if applicable)]

Choose an item.

Background Information:

On January 29, 2019 City Council received a Staff Presentation and held a Public Hearing to receive comments for or against Ordinance 2019-04, that would amend section 4.5.2.1(b)(2) of the City's Development Code to establish the Thompson/Cape Dam and Ditch Engineering Structure, otherwise known as the "mill race," near the intersection of Cape Road and the San Marcos River as a Local Historic Landmark.

After receiving comments, Council postponed this item and asked that Staff bring back with six months. This is an update on Cape's Dam.

Council Committee, Board/Commission Action:

Click or tap here to enter text.

Alternatives:

Click or tap here to enter text.

Recommendation:

Click or tap here to enter text.

CITY COUNCIL WORK SESSION

Cape's Dam Work Session

Tuesday, June 18, 2019

Presentation

Staff presentation/discussion regarding the status of Cape's Dam and possible partnership opportunities with the County and the Hays County Historical Commission.

Background

January 15, 2019: City Council briefed in executive session to discuss possible partnership opportunities with Hays County and the Hays County Historical Commission.

January 29, 2019: City Council considered an item designating Cape's Dam as a historic landmark. This action was postponed for up to 6 months while staff gathered more information related to the project.

History

- In 2014, City Council approved Planned Development District (PDD) zoning for the Woodlands development project, and received 20 acres of dedicated parkland along the San Marcos River, which includes Capes Dam and the Mill Race.
- In October 2014, the Parks and Recreation Advisory Board requested a study of safety and environmental issues associated with the Dam.
- Scientific evaluation was completed which recommended the removal of Cape's Dam and filling of the Mill Race.

History

- On March 15, 2016, City Council approved a motion to remove Cape's Dam.
- On June 21, 2016, a stakeholder meeting was held at fish hatchery, including US Fish and Wildlife Service (USFWS), Texas Historical Commission (THC), US Army Corps of Engineers (USACE), Hays County Historical Commission, and the City.
- THC stated that the dam, mill race and associated structures retain sufficient historic integrity to remain eligible for listing in the National Register. USFWS stated that leaving the dam in place, in whole or in part, would make the City ineligible for USFWS funding for the project.

History

- On August 16, 2016, Council received a presentation from USFWS regarding the Cape's Dam removal planning and permitting process. The USFWS report states that the dam, "acts as a barrier to fish and other aquatic species" and "is in severe disrepair and poses a safety hazard to recreational users."
- Due to the conflicting positions of USFWS and THC, and the competing interests of other interested stakeholders, the City determines that the best course of action is to suspend the UFWS permit process and further investigate removal, repair and replacement options.

Key Issues

The property has a trinomial attached to it. What does this mean for the property?

- An archeological site has officially been recorded with the state. What is listed under the trinomial is smaller than the 17 acres noted in the 1985 National Register nomination form for Thompson/Cape Dam & Ditch Engineering Structure. An archeological survey would be required to determine the boundaries of the archeological site.
- Removal of or repairs to the dam and would fall under the Antiquities Code of Texas. Work must be coordinated with the THC.
- Archeological work would be required in advance of most projects.

Key Issues

How will designation of this property as a local historic landmark affect the property?

- Local Historic Landmark designation does not require the City to do anything to the dam or the associated structure(s).
- Ordinary repair and maintenance do not require a Certificate of Appropriateness.
- Exterior changes in material or design, including demolition, must be approved through a Certificate of Appropriateness (COA) by the Historic Preservation Commission (HPC).

Key Issues

Can Certificates of Appropriateness for City-owned property designated as historic landmarks or located in local historic districts be appealed to City Council?

- The current San Marcos Development Code requires that appeals of Certificates of Appropriateness are heard by the Zoning Board of Adjustments (ZBOA).
- City Council has directed that Section 2.5.5.5 of the San Marcos Development Code be reviewed with the upcoming annual update to the Code.

Hays County/Hays County Historical Commission Proposal

- Hays County, in partnership with the Hays County Historical Commission would like the City to consider a proposal that would:
 1. Transfer responsibility for operation and maintenance of the dam and mill race structures, and surrounding areas of City-owned park land, under agreement with the City.
 2. Hays County Historical Commission has stated their intent to secure funding for restoration of the dam structure, and ongoing operations and maintenance.
 3. County would work with the City on the scope and design of the proposed project.

Hays County/Hays County Historical Commission Proposal

- The County has also proposed transferring ownership of the Five Mile Dam Soccer Complex, Randy Vetter Park, and Dudley Johnson Park to the City. The City currently operates and maintains the Five Mile Dam Soccer Complex under (an expired) agreement with Hays County. Vetter and Johnson Parks are County-owned and maintained.
- On June 4, 2019 the County approved a professional services agreement to design a conceptual master plan of Cape's Dam.

Components of the Proposed Project

- Access points for park users to enter the river
- Proposed parking areas
- Picnic tables and recreation areas
- Trails along Thompson's Island and Stokes Park with interpretive signs about history and environment
- Safety of park users and emergency access
- Park Rules and Enforcement
- Neighboring developments and conflicts with access or alcohol.

Next Steps

- Work with the County and Hays County Historical Commission over the next couple of months to develop a proposed project
- Bring back costing data related to maintenance and operations of proposed park projects
- If Council approves of proposed project at a future council meeting, the City would negotiate an interlocal agreement designating the terms of the partnership

QUESTIONS?

Thompson/Cape Dam & Ditch Engineering Structure FAQ

June 12, 2019

1. How did we get here?

- In 2014, City Council approved Planned Development District (PDD) zoning for the Woodlands development project, and received 20 acres of dedicated parkland along the San Marcos River, which includes Capes Dam and the Mill Race.
- In October 2014, the Parks and Recreation Advisory Board requested a study of safety and environmental issues associated with the Dam. Watershed Systems Group, Inc. (Dr. Thom Hardy), was contracted to conduct a scientific evaluation.
- On February 22, 2016, Council held a Workshop and received a presentation from Dr. Thom Hardy. Council provided direction to the City Manager to prepare an item for Council consideration and possible action for removal of Cape's Dam and filling of the Mill Race.
- On March 15, 2016, City Council approved a motion to remove Cape's Dam.
- On June 21, 2016, a stakeholder meeting was held at fish hatchery, including US Fish and Wildlife Service (USFWS), Texas Historical Commission (THC), US Army Corps of Engineers (USACE), Hays County Historical Commission, and the City. At this meeting, THC stated that the dam, mill race and associated structures retain sufficient historic integrity to remain eligible for listing in the National Register. USFWS stated that leaving the dam in place, in whole or in part, would make the City ineligible for USFWS funding for the project.
- On August 16, 2016, Council received a presentation from USFWS regarding the Cape's Dam removal planning and permitting process. The USFWS report states that the dam, "acts as a barrier to fish and other aquatic species" and "is in severe disrepair and poses a safety hazard to recreational users."
- Due to the conflicting positions of USFWS and THC, and the competing interests of other interested stakeholders, the City determines that the best course of action is to suspend the UFWS permit process and further investigate removal, repair and replacement options.
- On September 6, 2018, the Historic Preservation Commission initiated a petition to designate Cape's Dam and the Mill Race as a Local Historic Landmark.
- On October 4, 2018, the Historic Preservation Commission voted to recommend designation of Cape's Dam and the Mill Race as a Local Historic Landmark.
- On November 27, 2018, the Planning & Zoning Commission voted to deny designation of Cape's Dam and the Mill Race as a Local Historic Landmark.
- On January 29, 2019, City Council held a public hearing regarding Ordinance 2019-04, and postponed the vote to designate Cape's Dam and the Mill Race as a Local Historic Landmark.

2. The property has a trinomial attached to it 41HY164. What does this mean for the property?

- An archeological site has officially been recorded with the state. What is listed under the trinomial is smaller than the 17 acres noted in the 1985 National Register nomination form for Thompson/Cape Dam & Ditch Engineering Structure. The exact boundaries of the archeological

site may be bigger than boundary shown on the National Register nomination form; an archeological survey would be required to determine this boundary.

- Since the site is located on state land administered by the City, removal of or repairs to the dam and associated elements would fall under the Antiquities Code of Texas. Any work taking place in this area must be coordinated with the THC. Archeological work would be required in advance of most projects
- The City or Texas Parks and Wildlife Department (TPWD) would take the lead in negotiating with the Texas Historical Commission (THC) on what level of effort would be necessary to mitigate the impacts to the site if removal or repair is undertaken.
- Designation does not require the City to do historic preservation activities to maintain the dam or associated structure(s).

3. How does being eligible for listing in the National Register of Historic Places (NRHP) affect the property?

- Property is not listed in the NRHP but has been deemed eligible.
- If listed, there are no restrictions on what a non-federal owner may do with the property, including demolition, unless the property is involved in a project that receives Federal assistance, usually funding or licensing.
- In addition to honorific recognition, NRHP listing has the following effect:
- Consideration in planning for Federal, Federally licensed, and Federally assisted projects;
- Eligibility for certain tax provisions; and
- Qualification for Federal grants for historic preservation, when funds are available.
- NRHP listing does not require the City to do historic preservation related activities to maintain the dam.

4. How will designation of this property as a local historic landmark affect the property?

- Local Historic Landmark designation does not require the City to do anything to the dam or the associated structure(s).
- Ordinary repair and maintenance do not require a Certificate of Appropriateness.
- Exterior changes in material or design, including demolition, must be approved through a Certificate of Appropriateness (COA) by the Historic Preservation Commission (HPC).

5. Can Certificates of Appropriateness for City-owned property designated as historic landmarks or located in local historic districts be appealed to City Council?

- Section 2.5.5.5 of the San Marcos Development Code requires that appeals of Certificates of Appropriateness are heard by the Zoning Board of Adjustments (ZBOA).
- City Council discussed amending this Section to allow the City Council to be appellate body of Certificates of Appropriateness when City-owned property is involved. This Section can be amended with the upcoming annual update to the Code.

6. **How does the location of the dam on a navigable body of water affect the property?**
 - The US Army Corps of Engineers (USACE) would likely need to be involved if the dam is removed or water flow is affected. US Fish and Wildlife Service (USFWS) may also be involved.
 - Section 106 of the National Historic Preservation Act and its implementing regulations at 36 CFR Part 800 would be triggered.
 - If the federal agencies are involved, they would take the lead in negotiating with the City and THC about an appropriate level of effort for mitigating the effects of the project (removal, refurbishment, restoration, etc.) on the dam.
7. **What cost estimates do we currently have for dam removal, repair and/or replacement?**
 - Our original estimates to remove the dam ranged between \$50k and \$75k to remove the structure. These numbers have not been updated at this point. The original funding was going to be funded through USFW. The original cost estimate to restore the dam was a range starting at approximately \$500k up to 6 figures. This had a wide variation because the type of structure and the amenities associated with the development. These numbers will all be updated at the next presentation.
8. **What is the status of negotiations with Hays County and the Hays County Historical Commission?**
 - Hays County, in partnership with the Hays County Historical Commission, has stated their preference to assume responsibility for operation and maintenance of the dam and mill race structures, and surrounding areas of City-owned park land, under agreement with the City.
 - Hays County Historical Commission has stated their intent to secure funding for restoration of the dam structure, and ongoing operations and maintenance.
 - Discussions with Hays County are ongoing, and include other parks-related topics. Specifically, the County has proposed transferring ownership of the Five Mile Dam Soccer Complex, Randy Vetter Park, and Dudley Johnson Park to the City. The City currently operates and maintains the Five Mile Dam Soccer Complex under (an expired) agreement with Hays County. Vetter and Johnson Parks are County-owned and maintained.
9. **What is the status of Rio Vista Falls?**
 - City staff and consulting engineer (Gary Lacy, Recreation Engineering & Planning) have evaluated Rio Vista Falls and identified structural deficiencies. Specifically, undercutting along the man-made south bank, below the second and third falls.
 - Staff, with the concurrence of our consulting engineer, has concluded that emergency repairs are warranted.
 - City staff provided the consulting engineer's report to the US Army Corp of Engineers (USACE), which is the lead agency for all matters related to the bed and banks of the San Marcos River.
 - City staff contacted USACE in early March and requested an inspection of the structural deficiencies identified by Recreation Engineering & Planning. In response to our request, USACE stated that the identified structural deficiencies do not warrant emergency repairs.

- USACE will conduct a visual inspection of Rio Vista Falls; however, no timeframe for that inspection has been identified. Upon visual inspection, USACE may determine that emergency repairs are warranted.
- Notification was also provided to US Fish & Wildlife, Texas Parks & Wildlife, Texas Commission on Environmental Quality (TCEQ), and the Texas Historical Commission.
- In coordination with US Fish & Wildlife, USACE must issue a permit for any modifications or repairs to the main-made structures at Rio Vista Falls.



Legislation Text

File #: ID#19-313, **Version:** 1

AGENDA CAPTION:

Executive Session in accordance with the following Government Code Sections:

- A. Section § 551.071 - Consultation with Attorney: to receive a staff briefing and deliberate regarding Martindale ETJ matters and Project Big Hat
- B. Section § 551.087 - Economic Development: to receive a staff briefing and deliberate regarding Project Big Hat

Meeting date: 6/18/2019

Department: City Clerk's Office on behalf of the City Council

Amount & Source of Funding

Funds Required: Click or tap here to enter text.

Account Number: Click or tap here to enter text.

Funds Available: Click or tap here to enter text.

Account Name: Click or tap here to enter text.

Fiscal Note:

Prior Council Action: Click or tap here to enter text.

City Council Goal: [Please select goal from dropdown menu below]

Choose an item.

Choose an item.

Choose an item.

Comprehensive Plan Element (s): [Please select the Plan element(s) and Goal # from dropdown menu below]

- ☐ Economic Development - Choose an item.
- ☐ Environment & Resource Protection - Choose an item.
- ☐ Land Use - Choose an item.
- ☐ Neighborhoods & Housing - Choose an item.
- ☐ Parks, Public Spaces & Facilities - Choose an item.
- ☐ Transportation - Choose an item.
- ☐ Not Applicable

Master Plan: *[Please select the corresponding Master Plan from the dropdown menu below (if applicable)]*

Choose an item.

Background Information:

Click or tap here to enter text.

Council Committee, Board/Commission Action:

Click or tap here to enter text.

Alternatives:

Click or tap here to enter text.

Recommendation:

Click or tap here to enter text.